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Review of the efficiency of the administrative and financial functioning of the United Nations

Report on the activities of the Office of Internal Oversight Services

Review of the practice of the Secretariat regarding the sharing of information contained in reports of consultants on management-related issues

Report of the Office of Internal Oversight Services

"The modalities for sharing information in consultants' reports should take into account that consultants' reports are used solely as inputs for management decisions; sharing them with Member States may diminish the objectivity of the inputs and dilute management accountability for policy proposals submitted by the Secretary-General to the General Assembly"

Summary

Pursuant to General Assembly resolution 63/276, the Office of Internal Oversight Services (OIOS) conducted a review of the informal practice of the Secretariat of sharing information in consultants' reports on management-related issues. In the absence of a specific definition, management-related issues were deemed to be those dealing with the general administration of the Organization's activities.

The conclusion of OIOS is that the modalities for sharing information in consultants' reports should take into account that consultants' reports are used solely as inputs for management decisions; sharing them with Member States may diminish the objectivity of the inputs and dilute management accountability for policy proposals submitted by the Secretary-General to the General Assembly.

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The United Nations periodically hires consultants to provide expertise not available in the Secretariat and for which there is not a long-term need. The principal outputs of such consultancies are reports containing advice or recommendations on the subject matter on which the consultant's assistance was sought. Consultants' reports may be used to provide input into policy proposals or reports of the Secretary-General to the General Assembly. While declining to grant the Fifth Committee access to some consultants' reports, the Secretariat indicated that information in such reports was shared with relevant departments and offices as required.

The objectives of the OIOS review were to determine the extent to which information on management-related issues in consultants' reports is shared within and between departments and offices of the Secretariat and to assess the attitude of departments and offices towards sharing consultants' reports with legislative bodies and Member States. OIOS carried out the review by conducting a survey of 12 departments and offices in the Secretariat and reviewing available documents.

The results of the survey revealed that consultants' reports were not widely shared within departments. Some 52 per cent of respondents indicated that they did not store the reports in a central location where they could be accessed by staff members outside the division or service that commissioned the consultancy. Conversely, most respondents (78 per cent) indicated that they shared consultants' reports with other departments and offices to which they felt the reports would be relevant. However, OIOS found that this determination was made without applying any established criteria. There were also no criteria to determine when requests for access to consultants' reports should be granted.

Although respondents from some departments and offices were willing to share consultants' reports with legislative bodies or Member States, others were reluctant, especially where they: (a) had not accepted the recommendations of the consultants; (b) thought that the methodologies adopted were not rigorous enough; (c) thought that the subject matter of the consultancy was of no relevance to those bodies; or (d) thought that it would be inappropriate to do so, as the consultants' reports were to be used as input for policy decisions in conjunction with other considerations. These departments preferred that the legislative bodies or Member States rely on the related report of the Secretary-General. Some departments and offices were concerned that if consultants were aware that their reports would be widely available it would impair the candidness of the consultants' advice or assessment and thus limit the value of their reports to management. One office indicated that it would be necessary to redraft certain parts of a consultant's report or provide some context for the report before sharing it to prevent misunderstanding.

OIOS concluded that the concerns expressed by departments and offices were valid. Consultants' reports are advisory in nature and making them available to legislative bodies and Member States may impute to them the status of widely accepted guidance or a standard that the Secretariat must adopt, which may be inaccurate. However, where consultants' reports are used as input for reports to legislative bodies, the related report of the Secretary-General should clearly indicate that information from consultants was used in its preparation and, at a minimum, include a succinct explanation of the background of the consultancies and how the information has been used. OIOS recommends that the modalities for sharing information in consultants' reports being developed by the Secretary-General include this requirement.

The existing guidelines set out in the bulletin, which should assist departments and offices in categorizing consultants' reports on the basis of their sensitivity and guiding the decision on whether the reports can be made available when requested had not been implemented. Respondents to the survey indicated that they required more guidance, and efforts are under way to develop a relevant toolkit.

To enhance the practice of sharing consultants' reports within the Secretariat, a mechanism is needed to inform departments and offices of the consultancies carried out. A taxonomy needs to be developed to categorize consultants' reports, and they need to be stored in a central repository. Where consultancies relate to matters that are of a highly confidential nature, the related reports should be given the appropriate protection through the designation "confidential" or "strictly confidential" and should be shared only in exceptional cases, using the precautions outlined in existing guidelines. Departments and offices should pay more attention to the proper categorization of documents and develop criteria to guide staff in categorizing documents and sharing reports or information contained in reports in accordance with the existing guidelines.

The Department of Management accepted all of the recommendations contained in the present report.

I. Introduction

1. Pursuant to General Assembly resolution 63/276, the Office of Internal Oversight Services (OIOS) conducted a review of the informal practice of the Secretariat of sharing information in consultants' reports on management-related issues. In the absence of a specific definition, management-related issues were deemed to be those dealing with the general administration of the Organization's activities.

2. Periodically, the United Nations obtains expertise not available in the Secretariat and for which there is not a long-term need from consultants or institutional or corporate contractors. A consultant is defined in administrative instruction ST/AI/1999/7 as follows:

> ... an individual who is a recognized authority or specialist in a specific field, engaged by the United Nations under temporary contract in an advisory or consultative capacity to the Secretariat. A consultant must have special skills or knowledge not normally possessed by the regular staff of the Organization and for which there is no continuing need in the Secretariat. The functions of a consultant are results-oriented and normally involve ... writing reports on the matters within their area of expertise on which their advice or assistance is sought ...

There is no formal definition of an institutional or corporate contractor, but administrative instruction ST/AI/327 states that the temporary services of individuals required by the Organization from time to time may be obtained by their engagement as contractors under a contract entered into directly with an institution or a corporation. In the present report, the term "consultant" is used to cover individual consultants and institutional or corporate contractors providing specialist expertise to the Secretariat.

3. During informal deliberations by the Fifth Committee at the sixty-third session of the General Assembly on the agenda item entitled "Review of the efficiency of the administrative and financial functioning of the United Nations", the Secretariat informed the Committee that some of the proposals for its consideration had been developed on the basis of advice received from consultants. The Committee requested copies of the related consultants' reports. While one department provided the report, another did not, stating that as a policy it did not release copies of consultants' reports but that it was willing to provide extracts from the report in question. A third department was not willing to share the report because it was still under review and a decision on whether it would be accepted was pending. A fourth department declined the request, stating that consultant reports were sought by the Secretary-General to provide technical guidance that could be used by the Secretariat in formulating proposals to intergovernmental bodies, which inevitably take into consideration both technical and policy matters. Accordingly, consultants work under terms of reference that reflect technical but not policy criteria, and their reports consequently are not "decision-ready" for the intergovernmental process. The department further stated that under the circumstances, the Secretary-General did not release consultant studies. If there were a requirement to routinely release consultant reports, the consultants' terms of reference would need to be broadened beyond the technical sphere into policy matters. However, that would represent an

inappropriate use of consultants, who, in principle, should not be involved in United Nations policy matters.

4. The Secretariat, however, indicated to the Fifth Committee that there was an informal practice of sharing consultants' reports among departments and offices as required.

5. In its resolution 63/276, the General Assembly requested the Secretary-General to submit a report on the modalities to be applied regarding the sharing of information contained in consultants' reports on management-related issues. The Assembly decided that such reports should be made available by the Secretary-General, upon the request of Member States, subject to approval by the Assembly of the modalities to be applied. While noting the existing practice of sharing consultants' reports informally, the Fifth Committee requested the Secretary-General to entrust OIOS with carrying out a review of the practices of the Secretariat in that regard.

II. Objectives and methodology

6. The objectives of the OIOS review were to determine the extent to which information on management-related issues in consultants' reports is shared among departments and offices in the Secretariat and to assess the attitude of departments and offices to sharing consultants' reports with legislative bodies and Member States.

7. To obtain a better understanding of the existing practice of sharing information contained in consultants' reports, OIOS reviewed the guidelines on the use of consultants and the handling of confidential information and also conducted a survey of departments and offices at United Nations Headquarters that had consultancy contracts. OIOS limited the survey to Headquarters in the belief that the outcomes of those consultancies were more likely to have an impact on the general management of the Secretariat. The review covered consultancy contracts that were issued between 1 January 2006 and 31 March 2009.

8. During the period under review, departments and offices at Headquarters entered into 2,793 contracts with institutional or corporate contractors or individual consultants (see table 1).

Table 1
Contracts with consultants between 1 January 2006 and 31 March 2009

	Institutional or corporate contractor agreements		*Consulting contracts*	
Department/Office	*Not to exceed (United States dollars)*	*Number of contracts*	*Fee (United States dollars)*	*Number*
Department of Economic and Social Affairs	2 520 276	110	9 876 399	1 060
Department of Field Support/Department of Peacekeeping Operations	238 342	12	8 847 209	374
Department for General Assembly and Conference Management	30 000	1	72 635	9
Department of Management	561 498	17	9 238 738	295
Department of Political Affairs	66 550	6	14 357 287	320
Department of Public Information	155 095	12	95 885	11
Department of Safety and Security	25 813	1	564 512	36
Executive Office of the Secretary-General	98 000	5	2 794 177	84
Ethics Office	—	—	406 395	5
Office for the Coordination of Humanitarian Affairs	144 518	4	3 448 424	113
Office of Internal Oversight Services	364 531	12	1 597 023	63
Office of Legal Affairs	—	—	435 604	46
Office of the Ombudsman	—	—	29 250	4
United Nations Joint Staff Pension Fund	71 400	3	145 150	6
Other	105 186	6	5 909 000	178
Total	**4 381 209**	**189**	**57 817 688**	**2 604**

Source: Details of institutional or corporate contract agreements obtained from the Procurement Division. Details of consultants' contracts obtained from the Office of Human Resources Management.

9. Furthermore, the departments and offices entered into approximately 40 contracts,[1] valued at about $20 million, with vendors to obtain outside expertise or professional services on management-related issues.

10. OIOS sent questionnaires to 12 departments and offices of the Secretariat relating to 36 contracts that had been initiated by them, with a total contract value of $6.7 million (see annex). OIOS received 29 responses, a response rate of 85 per cent. The sample for the survey was geared towards consultancies that:

(a) Had starting dates between 1 January 2006 and 31 March 2009;

(b) Lasted up to approximately one year;

(c) Were related to the study of a subject matter that was perceived to be a management-related issue.

[1] Since the Procurement Division does not have a classification system for consultancy contracts, these contracts were identified either from the title of the contract or the name of the vendor.

11. For each contract identified, the survey sought to determine:

(a) Whether the commissioning department or office would be willing to share the report with legislative bodies or Member States;

(b) Whether the commissioning department or office would be willing to share the report with United Nations funds and programmes;

(c) Whether reports had been shared with anyone outside the department or office that commissioned the consultancy;

(d) Where consultants' reports were stored within departments or offices and which staff members had access to them.

12. The questionnaire also asked whether departments and offices had instituted any procedures on how to handle and categorize consultants' reports in accordance with the guidance provided in Secretary-General's bulletin ST/SGB/2007/6 on information sensitivity, classification and handling.

13. On reviewing the detailed consultants' reports that accompanied the completed questionnaires, OIOS disregarded two responses because it was of the view that the subject matter of the relevant consultancies was too narrow in focus and not related to general management issues.

III. Sharing of consultants' reports within the Secretariat

A. Access to reports within departments and offices should be improved

14. The results of the survey revealed that there were varying practices in dealing with consultants' reports. Some 48 per cent of respondents indicated that they stored copies of reports in a central location, accessible by either particular staff members or all staff members in the division or service of the department or office that commissioned the consultancy. The remaining 52 per cent of respondents stated that they did not store reports in a central location.

15. In cases where reports are not stored in a central location or a record of their location is not stored centrally, staff members not involved in the original consultancy may not know that they exist or may be able to trace the reports only on the basis of their colleagues' institutional memory. With staff turnover and/or office relocation, there may be problems in locating a report. Two offices surveyed were unable to trace consultants' reports produced during the period under review. Under such circumstances, the progress of work may be hindered while staff await the provision by consultants of duplicate copies of the reports, if available.

B. Reports are by and large shared with relevant departments and offices

16. When it came to sharing copies of reports or information contained in them with other departments or offices, most respondents (78 per cent) indicated that they shared the reports identified in the survey with departments and offices to which they felt the reports would be relevant. The main reasons given for sharing reports

were to request the departments and offices to provide their input and views; to validate the consultants' findings; to share information with stakeholders; or as part of an operational or audit process. Notably, however, there was one report which several entities requested but were not given copies of, with the response that they should refer to the related report of the Secretary-General, which contained information from the consultant's report. OIOS compared the two reports and found that the report of the Secretary-General did include practically all of the information in the consultant's "short" report on which it was based. However, there was a much longer version of the consultant's report, with detailed feedback on surveys of specialized agencies, which was not shared with the requesting agencies. The agencies might have found the additional information useful.

IV. Sharing of consultants' reports with legislative bodies or Member States

17. OIOS asked respondents whether they would be willing to share consultants' reports with legislative bodies and Member States and to explain the rationale for their responses (see table 2).

Table 2
Willingness to share consultants' reports

	With legislative bodies		*With Member States*	
Response	*Number*	*Percentage*	*Number*	*Percentage*
Yes	5	19	7	27
No	6	23	6	23
Report already shared with entities	2	8	2	8
Legislative bodies and Member States will be referred to the relevant report of the Secretary-General	3	12	3	12
Departments and offices will evaluate the request	6	23	3	12
Departments and offices will follow internal policy	2	8	3	12
Departments and offices will redraft the report before sharing	2	8	2	8

18. Among the respondents who indicated that they would be willing to share consultants' reports, one of them believed it was the right of Member States to have access to such reports. However, six (23 per cent) respondents replied that they would not be willing to share the reports in question: two because they had not accepted the recommendations of the consultants or thought the methodologies adopted were not rigorous enough; another two because they thought the subject matter of the consultancy was of no relevance to those bodies; and two because they thought it would be inappropriate to do so. The respondent from the latter department expressed the view that consultants' reports were to be used only as input for policy decisions, reports or proposals for consideration by the General Assembly and that the consultants did not directly guide the policy decisions. Three respondents preferred that legislative bodies and Member States rely on the related report of the Secretary-General but would make the reports available if requested.

Another 23 per cent responded that they would evaluate requests for sharing reports, bearing in mind the confidentiality of their content, before reaching a decision. Eight per cent stated that they would follow internal policy, although there is no such policy that expressly guides the decision on whether to share consultants' reports.

19. Some departments and offices expressed concern that if consultants were aware that their reports would be widely available, it might impair the candidness of the consultants' advice or assessment and thus limit the value of their reports to management. Therefore, a decision to allow consultants' reports to be made available outside the Secretariat might have unintended consequences. One office expressed concern that a report not prepared for a wider audience could be misunderstood, making it necessary to redraft certain parts of it and/or provide some context for the report. There were also some reservations about providing access to consultants' reports for fear that it might raise their status from being merely advisory to the level of widely accepted guidance or standards that the Secretariat must adopt.

20. Consultants' reports generally contain recommendations or advice on a particular subject matter. While consultants bring in information and practices from their various industries to the Organization, they may not always be in concert with the uniquely complex nature of the United Nations. Consultants may view issues only from a technical standpoint without considering the full ramifications of their conclusions in the United Nations environment. It is the responsibility of programme managers to synthesize information from various sources and combine it with their perspectives and technical considerations before formulating a new proposal or revised policy.

21. OIOS is of the view that the concerns expressed by departments and offices are valid. Making consultants' reports available to legislative bodies and Member States may suggest that the reports constitute information that is directly useful to the governance of the Secretariat and may dilute management's accountability for reports containing proposals or information for which the consultants' input was sought. On the other hand, however, there is no practice in the Secretariat to ensure that consultants' reports are used solely as input for management decisions. To remedy this gap, OIOS recommends that all reports presented to legislative bodies clearly indicate whether input from consultants was used in their preparation, and, if so, that they include, at a minimum, a succinct explanation of the background of the consultancies and how the input has been used. This would contribute to ensuring sufficient transparency and accountability in the use of consultants' reports and should be considered by the Secretary-General in developing modalities on sharing information included in such reports.

V. Need for fuller implementation of existing guidelines on the classification of information

22. Secretary-General's bulletin ST/SGB/2007/6 provides guidance on the classification and secure handling of confidential information. Paragraph 3.1 of the bulletin states that originators or recipients of information, under the overall supervision and guidance of the head of department or office, shall decide whether information created or received is sensitive and mark it with a classification of "confidential" or "strictly confidential". None of the departments and offices surveyed had established procedures to categorize information on the basis of sensitivity.

23. Paragraph 3.2 of the same bulletin stipulates that where information received from an external source contains sensitivity markings, the Secretariat must assign to the document greater or equal protection as that indicated by the entity providing the information. Out of the 27 consultants' reports reviewed by OIOS, 3 could be regarded as classified in terms of ST/SGB/2007/6 — one had been designated as commercial-in-confidence, and in two cases the consultants had restricted the distribution of their reports to the Secretariat. The remaining reports did not have any sensitivity marking, and the recipients had not classified them to restrict their distribution. This implies that they were available for sharing when in fact they were not, as requests for some reports were declined. The reports were therefore not given the appropriate categorization.

24. In its recent audit of data privacy in the Secretariat, OIOS found that it lacked a system of controls to ensure the adequate management and protection of data privacy. There were no Secretariat-wide privacy standards to guide departments and offices in developing privacy requirements and policies specific to their functions. This exposed the Organization to the risk that private data may not be processed in a consistent manner. OIOS recommended that the responsible unit, in coordination with the Office of Legal Affairs, develop a Secretariat-wide privacy policy. The Office has indicated that it supports this recommendation.

25. A number of respondents to the survey indicated a need for further guidance on implementing ST/SGB/2007/6. The Archives and Records Management Section of the Department of Management has embarked on a project with the Department of Peacekeeping Operations to develop an information security toolkit to provide hands-on guidance in applying the provisions of the bulletin. In developing the toolkit, due regard should be given to the need for ensuring data privacy.

VI. Conclusion

26. The United Nations utilizes the services of consultants in many situations. The recommendations or advice contained in their reports are not binding on the Secretariat, and management may decide to adopt none, some or all of them. Where information in consultants' reports is used as input for reports by programme managers to legislative bodies, the reports should state this fact and succinctly explain the background for the consultancies and how the input has been used. This will ensure sufficient transparency and accountability in the use of consultants' reports.

27. While some effort is being made to identify departments and offices to which such reports may be relevant and to share the reports with them, there is currently no mechanism for the Secretariat as a whole to be aware of the existence of such reports or to request them for official use. There is need to develop a taxonomy, or classification system, to categorize consultants' reports and record all consultancies in a database so that they can be better shared within the Secretariat. Such an initiative can be undertaken by the Working Group on Knowledge Management, which was set up in 2008 to provide strategic direction, review proposed investments in information and communications technology and monitor projects and programmes to ensure the retention of institutional knowledge. Furthermore, a central repository should be created to store consultants' reports and facilitate their retrieval.

28. Some consultancies relate to matters that are of a highly confidential nature (e.g. safety and security, behavioural studies of personnel and commercial transactions) the outcome of which, if disclosed, could be detrimental to the Organization and third parties. Such reports should be given the appropriate protection by marking them as "confidential" or "strictly confidential" and sharing them only in exceptional cases, in accordance with the precautions outlined in ST/SGB/2007/6.

VII. Recommendations

Recommendation 1

29. The Secretary-General, in developing the modalities for sharing information contained in consultants' reports on management-related issues, should consider including a requirement that all reports prepared by the Secretariat and presented to legislative bodies that include information extracted from consultants' reports must also include an explanation of the background of the related consultancies and how the information has been used.

30. *The Department of Management accepted recommendation 1.*

Recommendation 2

31. The Department of Management, in developing an information security toolkit to provide hands-on guidance for applying Secretary-General's bulletin ST/SGB/2007/6 on the classification and secure handling of confidential information, should require heads of departments and offices to develop criteria that are unique to their operations to guide the categorization of information according to its sensitivity.

32. *The Department of Management accepted recommendation 2, stating that its Archives and Records Management Section would be available to assist departments and offices in identifying resources, including practice toolkits and guidelines, to implement a records management system meeting the requirements of ST/SGB/2007/6 for handling consultant reports and executive summaries.*

Recommendation 3

33. The Department of Management, within the context of the Working Group on Knowledge Management, should initiate a taxonomy for consultants' reports to organize their storage and easy retrieval.

34. *The Department of Management accepted recommendation 3.*

Recommendation 4

35. The Department of Management should define the requirements to develop a platform that would serve as a central repository for storing consultants' reports within the Secretariat.

36. *The Department of Management accepted recommendation 4, stating that the Office of Information and Communications Technology would be requested to develop a platform that would serve as a central repository for storing consultants' reports within the Secretariat. However, once the platform has been developed, each individual department or office shall be responsible for the maintenance of effective*

records systems to ensure that executive summaries and full reports of consultants on management-related issues are filed properly and can be accessed in a timely manner in response to requests from a Member State. A decentralized approach for storing consultants' reports based on a common technological platform is the most efficient way to handle this problem.

(*Signed*) Inga-Britt **Ahlenius**
Under-Secretary-General
Office of Internal Oversight Services

Annex

List of contracts included in the survey

Contract number	*Subject*	*Requisitioner*	*Amount not to exceed (United States dollars)*
1. PD/C0184/06	E-accounting development	DESA	160 700
2. PD/C0049/08	Consultancy services for development of technical evaluation criteria for four-wheel-drive vehicles	DFS	123 840
3. PD/C0062/05	Consultancy services for technical review of statement of requirement for heavy-duty logistic support vehicles	DFS	43 502
4. PD/C0219/06	Review of the procurement process for the request for proposals for construction in relation to the capital master plan	DM	65 140
5. PD/C0199/06	Construction financial analysis services for the capital master plan project	DM	199 355
6. PD/C0236/07	Review of accountability framework of the United Nations	DM	325 180
7. PD/C0214/07	Provision of professional services for the development of enterprise risk management programme and internal control framework	DM	1 320 000
8. PD/C0125/07	Provision of professional services in connection with the enterprise resource planning project	DM	1 173 169
9. PD/C0042/06	Provision of professional services	UNJSPF	309 605
10. PD/C0205/05	Integrated Management Information System and enterprise resource planning systems study	DM	362 100
11. PD/C0234/06	Provision of services — gap study of Integrated Management Information System and enterprise resource planning systems	DM	92 100
12. PD/C0142/07	Provision of consultancy services to support the air charter team of the Procurement Service	DM	175 550
13. PD/C0244/07	Provision of professional services — review of current pension scheme provisions for judges	DM	40 000
14. PD/C0216/05	Cost accounting feasibility study of the Office of Programme Planning, Budget and Accounts	DM	138 055
15. PD/C0296/05	Review of the Office of Programme Planning, Budget and Accounts	DM	480 000
16. PD/C0014/06	Consultancy services for implementation of the cash management application	DM	135 250
17. PD/C0276/08	Consulting services evolution of the support account for peacekeeping operations	DM	160 768
18. PD/C0099/07	Provision of professional services — background statement of work and technical evaluation criteria for an enterprise solution	UNJSPF	693 766
19. ICA-1807	Preparation of a report on the development of the United Nations system-wide gender-mainstreaming policy strategy	DESA	15 000
20. ICA-1762	Undertake a study analysing the slow advancement of women in selected organizations of the United Nations system	DESA	29 295
21. ICA-1819	Undertake research on debt relief and fiscal space for the Millennium Development Goals for African countries	DESA	27 500
22. ICA-1825	Undertake a study on measuring the impact of inflation on the poor — Uganda case study	DESA	29 700
23. ICA-1956	Assess the short- and medium-term outlook for the world economy for presentation to the General Assembly and the Economic and Social Council	DESA	90 000
24. ICA-1846	Consultancy services for facilitation of consultation process	DESA	29 175
25. ICA-1795	Consultancy services on outsourcing of conference services	DGACM	30 000
26. ICA-1884	Consultancy services for the Procurement Service	DM	180 000

Contract number	*Subject*	*Requisitioner*	*Amount not to exceed (United States dollars)*
27. ICA-1888	Evaluation of the United Nations Trust Fund for Human Security	OCHA	98 500
28. ICA-1907	Consultancy services to review fuel and related services solicitation process of the United Nations Organization Mission in the Democratic Republic of the Congo	DPKO	28 850
29. ICA-1992	Produce a comprehensive report with an actionable implementation plan analysing all relevant organizational and human resources requirements	UNJSPF	42 400
30. 13012	Contract to provide expertise for the review of United Nations capacity	DPA	33 000
31. 14707	Systems analyst to conduct a comprehensive assessment of the roster of electoral experts	DPA	27 000
32. 14381	Consultancy service for the Dag Hammarskjöld Library	DPI	18 000
33. 16417	Undertake a review of the sales and marketing cluster of the Outreach Division	DPI	9 750
34. 15699	Prepare a briefing paper (8-10 pages)	PBSO	5 300
35. 15754	Division for Ocean Affairs and the Law of the Sea consultant	OLA	6 500
36. 16477	Three months' special service agreement effective 1 October to 31 December 2008	DGACM	27 900
Total			**6 725 950**

Abbreviations: DESA, Department of Economic and Social Affairs; DFS, Department of Field Support; DM, Department of Management; UNJSPF, United Nations Joint Staff Pension Fund; DGACM, Department for General Assembly and Conference Management; OCHA, Office for the Coordination of Humanitarian Affairs; DPA, Department of Political Affairs; DPI, Department of Public Information; PBSO, Peacebuilding Support Office; OLA, Office of Legal Affairs.